Eileen Urrutia

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USC MMLIS Program
GSBA 502 Summer 2019
Facilitated by Dr. Greg Patton

GSBA 502 Communication & Leadership

strength deployment inventory®

PERSONALIZED REPORT

This report provided by
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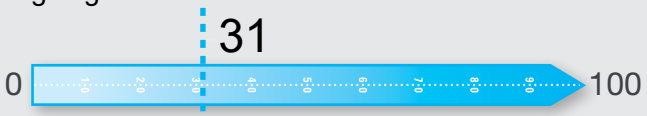
Welcome to Your SDI

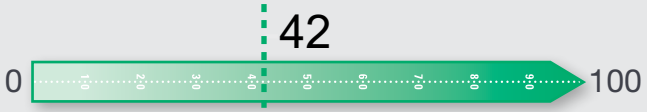
Eileen, your Strength Deployment Inventory (SDI) provides a vivid way of seeing yourself and others from the perspective of motives under two conditions—when things are going well and in conflict. The SDI empowers you with awareness to make better choices and use your strengths to improve your interactions with others.

A key function of the SDI is to identify your *Motivational Value System* or *MVS*. It shows how you assess your concerns for People, Performance, and Process on scales of 1 to 100 when things are going well.



How frequently you are motivated by a concern for *People* is shown on the **BLUE** scale.

How frequently you are motivated by a concern for *Performance* is shown on the **RED** scale.



How frequently you are motivated by a concern for *Process* is shown on the **GREEN** scale.

While everyone has all three motives, the frequency of these motives is not the same for each person. The key to understanding why people do what they do is recognizing these differences in motivations.

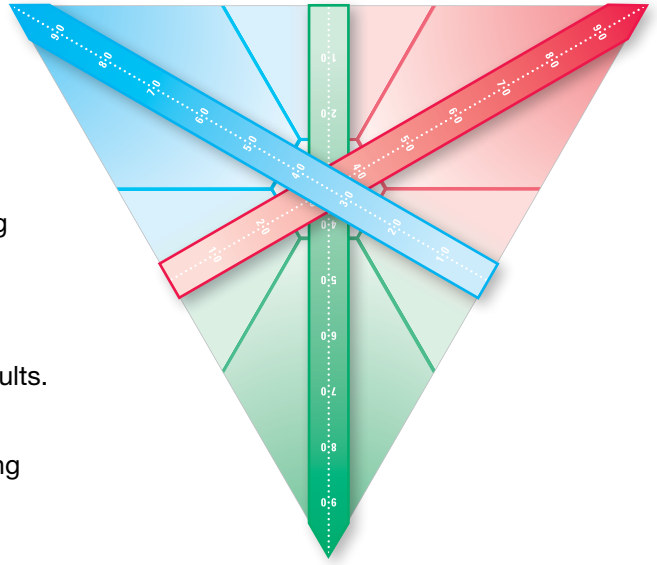
Your Motivational Value System is the system of motives that serve as your basis for choosing strengths, filtering information, and judging yourself and others.

The three scales form a triangle—a visual representation of People, Performance, and Process working together.

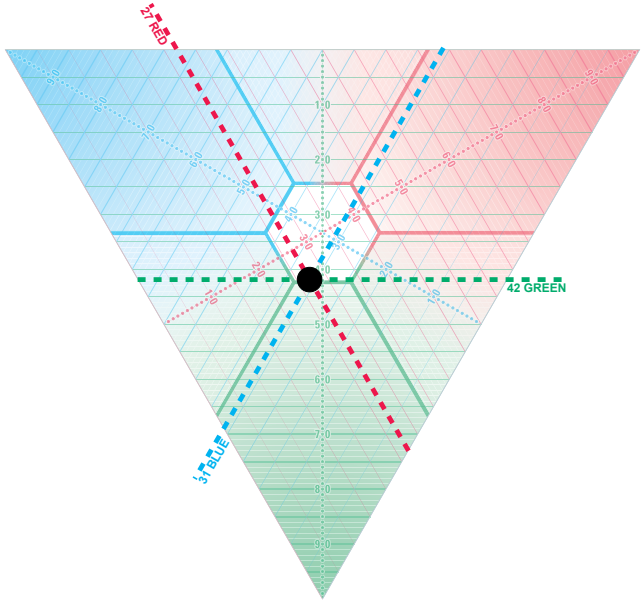
BLUE SCALE:
Concern for *People*: Actively seeking to help others.

RED SCALE:
Concern for *Performance*: Actively seeking opportunities to achieve results.

GREEN SCALE:
Concern for *Process*: Actively seeking logical orderliness and self-reliance.



CHARTING YOUR MOTIVATIONAL VALUE SYSTEM



Your Result

SDI results display differences in motives in the form of a dot on the SDI Triangle. The location of your MVS dot represents the relative frequency of all three motives. It shows how they blend together to form your Motivational Value System.

● *Your MVS dot is in the **HUB** region.*

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MVS RESULTS

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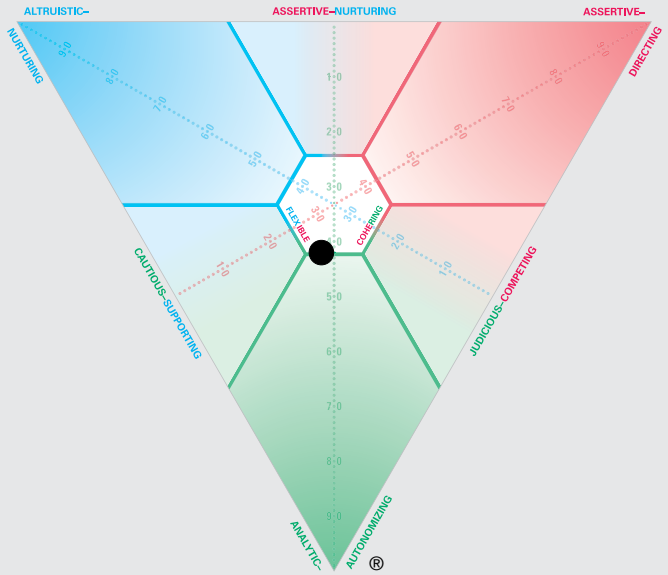

MOTIVATIONAL VALUE SYSTEM		
42	31	27
Green	Blue	Red

My MVS is: ● **HUB**

CONFLICT SEQUENCE		
→		

CONDITION #1: WHEN THINGS ARE GOING WELL

YOUR MOTIVATIONAL VALUE SYSTEM

*Your Motivational Value System (MVS) dot is in the **HUB** region of the triangle.*

HUB Flexible-Cohering

You are motivated by flexibility and adapting to others or situations. You have a strong desire to collaborate with others and to remain open to different options and viewpoints.

YOUR MOTIVES AND VALUES

As a person with a Hub (Flexible-Cohering) MVS, you achieve feelings of self-worth by finding and meeting the needs of groups, while staying open to all sides of situations.

You are flexible in your approach and responsive and adaptable in relating to others. You find common ground so you can meet the group's needs. You see all sides of a situation, demonstrating empathy with a variety of different types of people, situations, and challenges. You are tolerant, social, creative, and versatile. You value the power of building consensus.

You read situations and respond to them in situationally appropriate ways. You meet the needs of the moment while maintaining flexibility for the future. You promote cohesiveness by getting others together to share ideas. You want to unite people in a common cause, and you are willing to play whatever role is necessary to do so.

You coordinate your efforts with others in activities that involve closeness, clear lines of authority, and independent efforts. You are friendly, democratic, and playful. You value consensus and consider multiple points of view.

UNDERSTANDING YOUR RESULTS

The SDI helps you assess your motives and the strengths you use in relating to others under two conditions:

1) ***when everything is going well***
2) when you are faced with conflict.

The dot on the SDI Triangle represents your motives that drive your use of strengths when things are going well (Condition #1). Each person's MVS is a combination of three primary motives working together in a unique way to show the frequency with which people are motivated by concerns for People (Blue), Performance (Red), and Process (Green).

There are seven regions on the SDI Triangle—seven MVS groups. Each region is defined by the way the three motives blend in different proportions when things are going well.

THE IMPACT OF NEIGHBORING MVS REGIONS

Your Motivational Value System (MVS) dot is close to the **Green** and **Blue-Green** regions of the triangle. You may find that some parts of these MVS descriptions also apply to you.

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Hub: Your MVS at a Glance

Flexible–Cohering: You are motivated by flexibility and adapting to others or situations. You have a strong desire to collaborate with others and to remain open to different options and viewpoints.

Flex•i•ble – able to respond to changing circumstances and conditions
Co•her•ing – bringing together to form a united whole

Mark the statements that are true for you:

WHAT YOU DO	FEELINGS AND IDEALS	CONFLICT TRIGGERS
❑ I tend to be flexible, social, playful, and collaborative.	❑ I feel best about what I am doing when I am able to coordinate my efforts with others in some common undertaking that involves closeness, clear lines of authority, and opportunity for self-reliance.	❑ I must operate in an environment that doesn't allow enough time to explore the opinions of others.
❑ I am curious about what others think and feel.	❑ I identify with and feel most at ease with people who clearly are flexible in their behavior and readily able to adapt to whatever the situation calls for.	❑ Others restrict my flexibility, insisting on only one approach or solution.
❑ I am open-minded and willing to adapt.	❑ Ideally, I would like to be more decisive, more methodical, or more sensitive, depending on the situation.	❑ I am required to interact with others who are strict, unyielding, or domineering.
❑ I prefer to have consensus on important decisions.	❑ Ideally, I would like to avoid ever being subservient to others, domineering over others, and/or isolated from others.	❑ Others are excluded from the group or treated indifferently.
❑ I want to maintain an appropriate balance between process, people, and performance.	❑ I feel most rewarded by others when they treat me as a good team member who knows how to be a loyal follower, knows how to exercise authority, and knows when to follow the rules and when to use judgment.	❑ Consensus-building is not valued or allowed.
❑ I include other people and recognize their contributions.		❑ I am not being heard or I fear that my input is unwelcome or undesirable.
❑ I remain open to new ideas, options, and possibilities.		❑ I am managed in a style that rewards compliance and does not value my innovative efforts and contributions.
❑ I examine situations from multiple perspectives.		❑ I am being locked into a rigid and inflexible future without any opportunity to reconsider or re-evaluate my options.
❑ I like to stay connected to many people and to know what they are doing, even when I can't be included.		❑ I can see that several mutually exclusive opportunities have equal value, and it is not clear that any one of them is better than the others.
❑ I tend to have multiple goals and more than one area of focus.		

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Condition 1: Motivational Value System

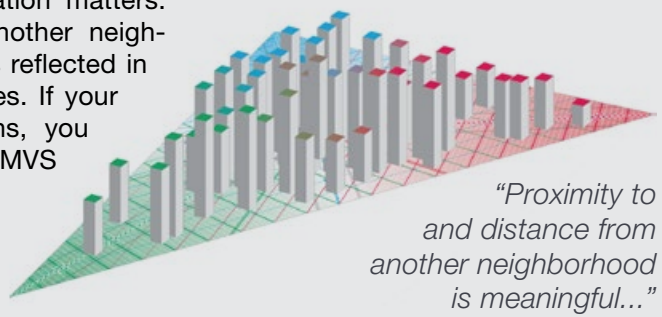
The location of your MVS dot represents the blend of motives that drive your use of strengths when things are going well. There is no best, worst, or ideal place for your MVS dot on the SDI Triangle. Each MVS has equal value. The MVS is not a predictor of effectiveness, skill, or success.

With over 5,000 possible MVS dots on the SDI Triangle, the seven regions group all the MVS dots that are similar to each other and give them names to help speed your understanding. These seven, distinct types give you a simple, common language for your relationships.

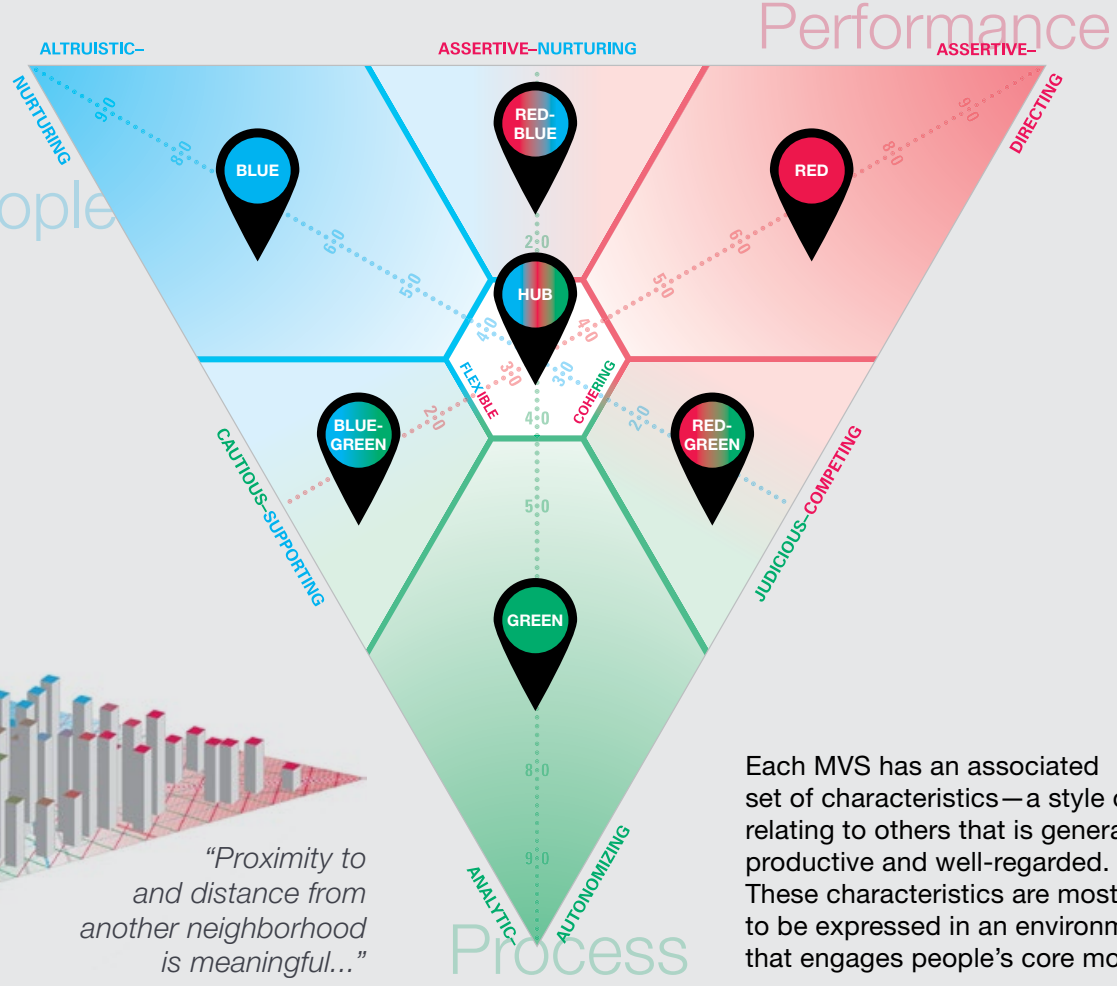
The three regions at the points of the triangle have one color more frequent than the other two colors. The **BLUE** MVS is *Altruistic-Nurturing*, **RED** is *Assertive-Directing*, and **GREEN** is *Analytic-Autonomizing*.

The three regions between the points of the triangle have two color motives more frequent than the third color. The **RED-BLUE** MVS is *Assertive-Nurturing*, **RED-GREEN** is *Judicious-Competing*, and **BLUE-GREEN** is *Cautious-Supporting*. The **HUB** region, in the center, has all three motives at about equal frequency. This is the *Flexible-Cohering* MVS.

While there are borders on the triangle to distinguish the MVS types, they are not meant to be absolutes. They're not "boxes" with walls. Think of the seven MVS types more like neighborhoods, and your dot within that neighborhood influenced by how close it is to other neighborhoods. Location matters. Proximity to and distance from another neighborhood is meaningful because it is reflected in the frequency of those other motives. If your MVS dot is close to other regions, you may find that some parts of those MVS descriptions also apply to you.



"Proximity to and distance from another neighborhood is meaningful..."



Each MVS has an associated set of characteristics—a style of relating to others that is generally productive and well-regarded. These characteristics are most likely to be expressed in an environment that engages people's core motives.

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MOTIVATIONAL VALUE SYSTEM (MVS)	MVS DESCRIPTION	MVS CHARACTERISTICS	ENGAGING ENVIRONMENT
Blue: Altruistic-Nurturing ***Altruistic:*** *unselfish concern for the welfare of others* ***Nurturing:*** *protecting, supporting, and encouraging others*	People who are motivated by the protection, growth, and welfare of others. They have a strong desire to help others who can genuinely benefit.	Seeking ways to bring help to others… Trying to make life easier for others… Being open and responsive to the needs of others… Trying to avoid being a burden to others… Defending the rights of others	Open, friendly, helpful, supportive, trusting, socially sensitive, loyal, compassionate, respectful, receptive, humanitarian… Being needed… Being accepted and appreciated… Opportunities to support others
Red: Assertive-Directing ***Assertive:*** *confidently self-assured and forceful* ***Directing:*** *giving authoritative instruction or guidance*	People who are motivated by task accomplishment and achieving results. They have a strong desire to set goals, take decisive action, and claim earned rewards.	Being alert to opportunity… Striving for immediate action… Accepting challenges… Competing for authority and responsibility… Exercising persuasion… Accepting risk-taking as necessary and desirable	Progressive, innovative, challenging, fast-moving, stimulating, competitive, creative… New opportunities… Potential for advancement and winning… Material rewards available
Green: Analytic-Autonomizing ***Analytic:*** *methodical examination of structures or information* ***Autonomizing:*** *maintaining objective independence, self-governing*	People who are motivated by meaningful order and thinking things through. They have a strong desire to pursue independent interests, to be practical, and to be fair.	Seeking clarity, accuracy and correctness… Being cautious and thorough… Keeping emotions under control… Planning ahead and following the plan… Conserving resources	Clear, logical, precise, organized... Appreciation for utility, durability, efficiency, reliability… Effective use of resources… Supportable criteria for decision-making… Time to develop ideas
Red-Blue: Assertive-Nurturing ***Assertive:*** *confidently self-assured and forceful* ***Nurturing:*** *protecting, supporting, and encouraging others*	People who are motivated by the maximum growth and development of others. They have a strong desire to direct, persuade, or lead others for the benefit of others.	Actively seeking opportunities to help others… Creating welfare and security for others… Generating enthusiasm and support in tackling obstacles to success… Challenging others to be or do their best	Enthusiastic, open, friendly, sincere, trusting, compassionate… Respect for others… Positive initiatives for the growth and development of others… Opportunities to coach or mentor others
Red-Green: Judicious-Competing ***Judicious:*** *having, showing, or being done with good judgment or sense* ***Competing:*** *striving to gain or win by doing something better than others*	People who are motivated by intelligent assertiveness and fairness in competition. They have a strong desire to develop strategy and assess risks and opportunities.	Taking the most efficient course of action… Assessing risks and opportunities… Being decisive and proactive when the facts are known… Challenging opposition through thoughtful process and strategy	Strategic, determined, planned… Complex, challenging tasks requiring expertise… Recognition for achievement… Availability of technical resources… Opportunities to develop winning strategies
Blue-Green: Cautious-Supporting ***Cautious:*** *careful to avoid potential problems or dangers* ***Supporting:*** *providing encouragement, comfort, and emotional help*	People who are motivated by developing self-sufficiency in self and others. They have a strong desire to analyze the needs of others and to help others help themselves.	Offering assistance for greater self-sufficiency and independence… Building effective processes and resources to protect or enhance others' welfare… Fighting for principles that are fair	Conscientious, patient, congenial… Respect for individuals, fairness, and resources… Opportunities to encourage others' independence… Tasks that require thoughtful analysis to aid those in need
Hub: Flexible-Cohering ***Flexible:*** *able to respond to changing circumstances and conditions* ***Cohering:*** *bringing people together to form a united whole*	You are motivated by flexibility and adapting to others or situations. You have a strong desire to collaborate with others and to remain open to different options and viewpoints.	Considering multiple perspectives and ideas… Being open-minded and willing to adapt… Bringing people together and making connections… Maintaining appropriate balance… Keeping options open	Cooperative, interactive, sociable, democratic, playful, spontaneous, novel, flexible… Being heard and listening… Consensus building… Tolerance of different opinions and perspectives

YOUR RESULTS

YOUR RESULTS

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THE MVS IN ACTION	**Hub:** Flexible-Cohering	**Blue:** Altruistic-Nurturing	**Red:** Assertive-Directing	**Green:** Analytic-Autonomizing
You feel most responsible for what you are doing when you are . . .	able to coordinate your efforts with others in some common undertaking that involves closeness, clear lines of authority, and opportunity for self-reliance.	being helpful in some way to others who can genuinely benefit from your help.	in a position to provide direction and are able to set the goals for and influence the actions of others.	able to pursue your own interests in a self-reliant way without having to take direction or help from those around you.
You feel most rewarded by others when they treat you as a . . .	good team member who knows how to be a loyal follower, knows how to exercise authority, and knows when to follow the rules and when to use judgment.	warm and friendly person who wants to be of help and who is deserving of thanks and appreciation for giving help.	strong and ambitious person, a winner, and one who is deserving of the opportunity to provide leadership and direction.	clear, logical, and analytic person who is deserving of respect for dealing with others fairly and for being a person of principle.
You identify with and feel most at ease with people who . . .	clearly are flexible in their behavior and readily able to adapt to whatever the situation calls for.	clearly care for the feelings, the needs, and the welfare of others.	clearly understand the productivity behind the exercise of power, control, and competition.	clearly respect the integrity of others and the rights of others to determine their own courses of action.
You are attracted to and intrigued by others who are . . .	generous in their help; who are strong and want you on their team; who are patient and thorough.	strong and know exactly what they want to do and want you to be included in their activities and successes.	generous and responsive to you and who want to help you achieve your ambitions and your successes.	open and explicit about what they want and how they feel, without imposing their wants or feelings on you.
Ideally, you would like to be . . .	more sensitive, more decisive, or more methodical, depending on the situation.	more assertive and less fearful of pushing for your own rights and wants; more capable of saying “No” to people who impose on you.	more considerate of other people’s feelings and rights; more given to thinking things through before committing yourself to a course of action.	more trusting of others and more open to them; less reserved about asserting your rights and wishes.
Ideally, you would like to avoid ever being . . .	subservient to others, domineering over others, or isolated from others.	a selfish person or one who is cold and unfeeling about others.	a gullible person or a person who is indecisive and unable to act.	an overly emotional person or one who is exploitative of others.
You experience a conflict trigger when you perceive that other people . . .	are closed-minded, intolerant, and not willing to consider alternatives.	constantly compete with and try to take advantage of others; are cold and unresponsive to gestures of friendliness.	constantly lose out and don’t stand up for themselves; have a shell of reserve around them that you just can’t penetrate.	never seem to take anything seriously; try to push their help on you or try to push you to do things their way.
You experience a conflict trigger when other people . . .	insist on only one way of doing things and restrict your ability to change or explore options.	treat you with anger and hostility, tell you to “go mind your own business,” or are slow to recognize your efforts to promote their welfare.	are all-forgiving and never fight back; don’t let you know what they expect as rewards from you and then withdraw their loyalty or betray you.	accuse you of being opportunistic and unprincipled; push their help on you when you don’t want it.

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Points of Comparison

THE MVS IN ACTION	**Hub:** Flexible-Cohering	**Red-Blue:** Assertive-Nurturing	**Red-Green:** Judicious-Competing	**Blue-Green:** Cautious-Supporting
You feel most responsible for what you are doing when you are . . .	able to coordinate your efforts with others in some common undertaking that involves closeness, clear lines of authority, and opportunity for self-reliance.	in a position to be genuinely helpful through your leadership and are able to direct others for their own benefit.	in a position to compete using your own judgment and to direct others in an impartial and efficient manner.	able to nurture the growth of another person's self-reliance through your analysis of their needs.
You feel most rewarded by others when they treat you as a . . .	good team member who knows how to be a loyal follower, knows how to exercise authority, and knows when to follow the rules and when to use judgment.	strong and friendly person deserving of recognition, appreciation, and the opportunity to lead others for their betterment.	strong and principled person deserving of recognition, respect, and the opportunity to provide competitive and rational leadership.	warm and principled person who combines compassion and intellect into enlightened guidance for others.
You identify with and feel most at ease with people who . . .	clearly are flexible in their behavior and readily able to adapt to whatever the situation calls for.	clearly understand the compassionate use of power and the need to act promptly in matters affecting other people's welfare.	clearly understand the rational use of power, and the need to act promptly and judiciously in matters affecting your competitive edge.	clearly understand the employment of both feelings and reason to better the welfare and independence of others.
You are attracted to and intrigued by others who are . . .	generous in their help; who are strong and want you on their team; who are patient and thorough.	strong and decisive and know exactly what they want to do, and who ask for your support without imposing on you.	supportive and loyal to you and who will help you, without hesitation or qualification, to attain success.	thoughtful and respectful of you and your goals and who are cautious and thorough in whatever they undertake on your behalf.
Ideally, you would like to be . . .	more sensitive, more decisive, or more methodical, depending on the situation.	more contemplative and analytical in your decisions and more tenacious and prudent in pursuing your goals.	more trusting and helpful with others and more open about your goals.	more assertive about your wants and more decisive about your actions.
Ideally, you would like to avoid ever being . . .	subservient to others, domineering over others, or isolated from others.	exploitative, inconsiderate of others, or brazen and superficial in your relationships.	an impulsive or emotional person, or one without order and purpose in your life.	isolated from others, or indecisive in matters affecting their welfare.
You experience a conflict trigger when you perceive that other people . . .	are closed-minded, intolerant, and not willing to consider alternatives.	refuse to get involved; fear making a decision; are concerned with their needs to the exclusion of the needs of others.	constantly lose out; lack self-reliance; are impetuous; are gullible and emotional.	are boastful, intrusive, and who presume upon and compete with others.
You experience a conflict trigger when other people . . .	insist on only one way of doing things and restrict your ability to change or explore options.	treat you with indifference; ignore you; accuse you of exploiting people.	treat you with passivity or with ignorance, or accuse you of mindless aggression.	treat you with anger or disdain, or accuse you of fostering childlike dependence.

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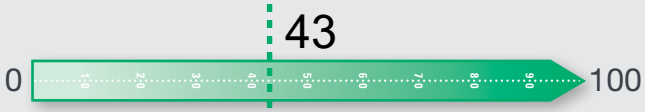
Your Conflict Sequence

Eileen, your SDI also measures motives during conflict. Feelings of conflict are a sign that something important to you is not right. Your Conflict Sequence is part of a natural response to a real or perceived threat to your Motivational Value System.

To operate at your best during conflict, you need to understand the dynamics of it. Your Conflict Sequence describes a series of changes in motivation during conflict. It shows the order in which you are motivated to Accommodate, Assert, and Analyze on scales of 1 to 100 when experiencing conflict.

How frequently you are motivated to *Accommodate* in conflict is shown on the **BLUE** scale.

How frequently you are motivated to *Assert* in conflict is shown on the **RED** scale.



How frequently you are motivated to *Analyze* in conflict is shown on the **GREEN** scale.

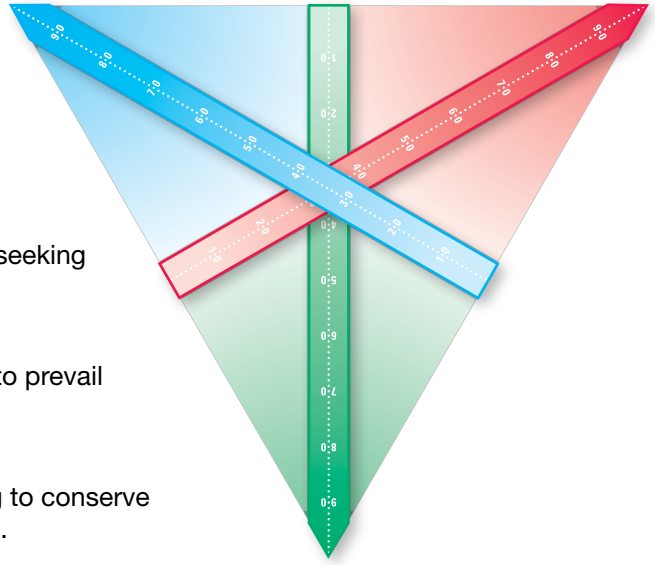
While everyone experiences all three motives in conflict, the order in which they experience them is not the same for each person. The key to understanding why people do what they do is recognizing these differences in motives.

As with your MVS, the three scales form a triangle—a visual representation of Accommodating, Asserting, and Analyzing working in a sequence of three stages.

BLUE SCALE:
Wanting to *Accommodate*: Actively seeking to preserve or restore harmony.

RED SCALE:
Wanting to *Assert*: Actively seeking to prevail over another person or obstacle.

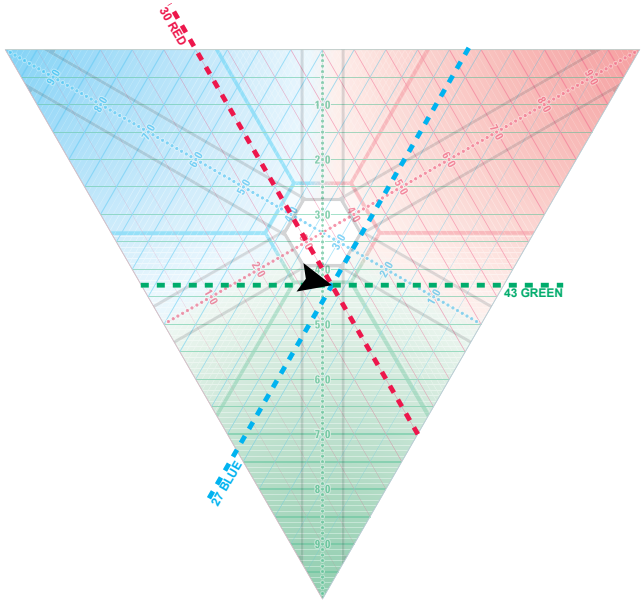
GREEN SCALE:
Wanting to *Analyze*: Actively seeking to conserve resources and assure independence.



CHARTING YOUR CONFLICT SEQUENCE

Your Result

SDI results display your pattern of motives in conflict in the form of an arrowhead on the SDI Triangle. The location of your arrowhead represents *the order* in which you experience each of the three motives. This is your Conflict Sequence.



▲ *Your CS arrowhead is in the **G-[BR]** region.*

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CONFLICT SEQUENCE RESULTS

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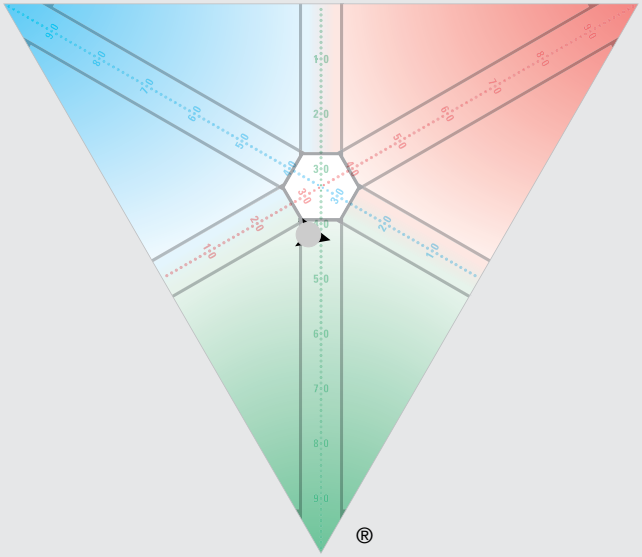

MOTIVATIONAL VALUE SYSTEM		

My MVS is: HUB

CONFLICT SEQUENCE		
43	30	27
Green	Red	Blue

My CS is: **G-[BR]**

CONDITION #2: WHEN FACED WITH CONFLICT

YOUR CONFLICT SEQUENCE

*Your Conflict Sequence (CS) arrowhead is in the **G-[BR]** region of the triangle.*

G-[BR] Green-[Blue or Red]

You want to maintain order and principles. If that does not work, you want to make a choice, depending on what's more reasonable in the situation: to give in with conditions or to forcefully engage.

3 STAGES OF CONFLICT	
1	G
2	[BR]
3	[BR]

HOW YOU EXPERIENCE CONFLICT

As a person with a G-[BR] Conflict Sequence, you first seek information or rational explanations. You analyze the situation and focus on facts. You are cautious and hesitant to prevent making a mistake. You want to be sure things make sense. You believe that the best way to show you care about the problem is to give it the time and attention it needs so it can be solved correctly.

You want people to remain objective and give you some time to think. You do not want people to be confrontational, overly emotional, or make hasty decisions.

If conflict progresses to your Stage 2 blend of Blue and Red, you may accommodate with conditions or assert your rights. You feel that others are not being reasonable, and you need to decide whether the facts justify yielding or becoming more forceful.

If conflict progresses to your Stage 3 blend of Blue and Red, you feel an urgent need to end it and will either fight or give up.

INTERPRETING YOUR LINE

The length of the line between your dot and arrowhead suggests the degree of change you experience internally and the degree of change that can be observed by others. You have a **Short Line** which means your change in behavior is less noticeable to other people.

UNDERSTANDING YOUR RESULTS

The SDI helps you assess your motives and the strengths you use in relating to others under two conditions:

1) when everything is going well
2) ***when you are faced with conflict.***

The arrowhead on the SDI Triangle represents the sequence of motives you experience when faced with conflict (Condition #2). Each person's Conflict Sequence is a pattern of three primary motives—Accommodating (Blue), Asserting (Red), and Analyzing (Green).

Different combinations of Blue, Red, and Green produce thirteen possible Conflict Sequences. Each region is defined by the order in which motives are experienced during conflict.

WHAT DO THE BRACKETS MEAN?

As a **G-[BR]**, your Conflict Sequence is one of seven sequences that have brackets. This means that the colors of motives within the brackets are equal or interchangeable. When you are in a stage of conflict that has a bracket, you typically choose one of the bracketed colors (or a combination of colors), based on how you see the situation.

THE IMPACT OF NEIGHBORING CS REGIONS

Your Conflict Sequence (CS) arrowhead is close to the **G-R-B** and **[RG]-B** regions of the triangle. You may find that some parts of these CS descriptions also apply to you.

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G-[BR]: Your Conflict Sequence at a Glance

You want to maintain order and principles. If that does not work, you want to make a choice, depending on what's more reasonable in the situation: to give in with conditions or to forcefully engage.

Mark the statements that are true for you when you are experiencing each stage of conflict:

STAGE 1: Self, Problem, Others	**STAGE 2: Self, Problem, ~~Others~~**	**STAGE 3: Self, ~~Problem, Others~~**
G-[BR] *Wanting to analyze the situation*	G-[BR] *Wanting to conditionally give in or defer to others, or to disengage from others or clarify the issue*	G-[BR] *Feeling driven to give up or to fight*
❑ I want to collect information so I can make a logical decision. ❑ I want to focus on facts, not feelings. ❑ I am quietly engaged and thinking about the issues. ❑ I want some space and time to analyze the situation. ❑ I want to create a fair and rational solution. ❑ I believe that increased clarity will lead to resolution. ❑ If others are irrational or impulsive, it could send me into my second stage of conflict.	❑ I am frustrated that other people do not see the value of my analysis. ❑ I decide whether it is best to yield or challenge others. ❑ I become insistent that other people participate. ❑ I may alternate accommodating or assertive approaches until something works. ❑ I feel the need to balance or prioritize between restoring harmony and taking action. ❑ I believe that whoever fails to cooperate will end up losing.	❑ I feel an urgent need to end the conflict. ❑ I am willing to give up almost everything, so long as I accomplish my main objective. ❑ I want to escape if possible, but will fight if needed. ❑ It seems that other people have been unfair. ❑ I don't want to give up without doing everything I can first.

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Condition 2: Conflict Sequence

The location of your Conflict Sequence arrowhead represents your way of responding when things you care about are at risk. It shows which motive you experience in each of the three stages of conflict.

With over 5,000 possible Conflict Sequence arrowheads on the SDI Triangle, the thirteen regions group all the arrowheads that are similar to each other. There is no best, worst, or ideal Conflict Sequence; they do not predict skill or show whether people are effective or not. However, people generally want to develop skills that relate to their first stage of conflict so they can resolve it before it gets worse.

Each sequence is distinguished by the way motives change as conflict gets worse. Your highest number represents your first stage of conflict, middle number, second stage, and the lowest number represents your third stage. The stages of your Conflict Sequence signify the shift from one color to another. And with each successive stage, your focus and energy narrows.

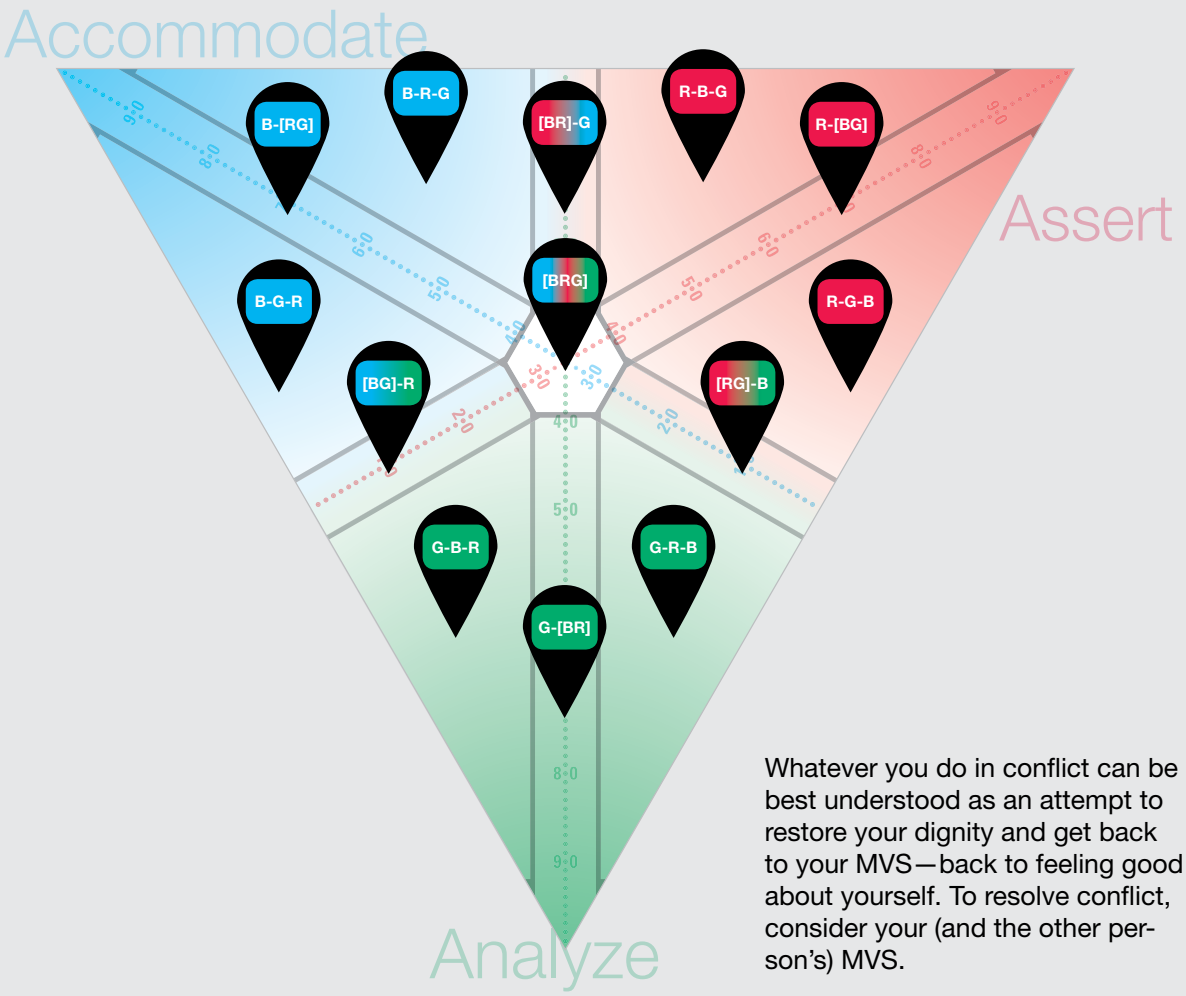
STAGE 1: Self, Problem, Others

STAGE 2: Self, Problem, ~~Others~~

STAGE 3: Self, ~~Problem, Others~~

When people enter conflict, their focus includes *themselves, the problem,* and *other people*. As conflict progresses to the second stage, a narrower focus includes the self and the problem. In the third stage, the focus is concentrated on self.

While there are borders on the triangle to distinguish the Conflict Sequences, they are not meant to be absolutes. If your arrowhead is close to other regions, you may find that some parts of those Conflict Sequence descriptions also apply to you.



Whatever you do in conflict can be best understood as an attempt to restore your dignity and get back to your MVS—back to feeling good about yourself. To resolve conflict, consider your (and the other person's) MVS.

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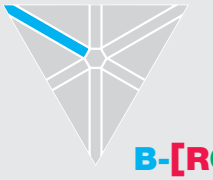
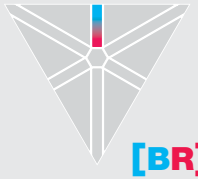
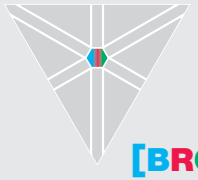
Eileen Urrutia

CONFLICT SEQUENCE	DESCRIPTION	CONFLICT SEQUENCE	DESCRIPTION
G-[BR]	You want to maintain order and principles. If that does not work, you want to make a choice, depending on what's more reasonable in the situation: to give in with conditions or to forcefully engage.	R-B-G	People who want to challenge conflict directly. If that does not work, they want to restore or preserve harmony. If that does not work, they may feel compelled to withdraw from the situation or end the relationship.
B-R-G	People who want to keep peace and harmony. If that does not work, they want to take a stand for their rights. If that does not work, they may feel compelled to withdraw as a last resort.	R-[BG]	People who want to assert their rights and win. If that does not work, they want to make a choice depending on what's better in the situation: to give in with conditions or to disengage and save what they can.
 B-[RG]	People who want to keep harmony and accommodate the opposition. If that does not work, they want to make a choice based on what's best for everyone: to rely on logic and principle or to employ assertive strategies to prevent defeat.	R-G-B	People who want to prevail through competition. If that does not work, they want to use logic, reason, and rules. If that does not work, they may feel compelled to surrender as a last resort.
B-G-R	People who want to keep harmony and goodwill. If that does not work, they want to disengage and save what they can. If that does not work, they may feel compelled to fight, possibly in an explosive manner.	 [BR]-G	People who want to press assertively to maintain harmony and goodwill, but they do not want to sacrifice results for harmony. If that does not work, they may decide to withdraw from the situation.
G-B-R	People who want to carefully examine the situation. If that does not work, they want to defer to other people in the interest of harmony. If that does not work, they may feel compelled to fight, possibly in an explosive manner.	[RG]-B	People who want to engage conflict quickly, but indirectly, with thoughtful strategies. If that does not work and others have more power in the situation, they may surrender.
G-[BR]	People who want to maintain order and principles. If that does not work, they want to make a choice, depending on what's more reasonable in the situation: to give in with conditions or to forcefully engage.	[BG]-R	People who want to maintain peace and harmony with caution regarding the personal costs of doing so. If that does not work, they may feel compelled to fight, possibly in an explosive manner.
G-R-B	People who want to analyze the situation logically. If that does not work, they want to forcefully press for a logical resolution. If that does not work and others have more power in the situation, they may surrender.	 [BRG]	People who want to determine the most appropriate response to each situation and choose an accommodating, assertive, or analytical approach. Their approach differs according to the situation, rather than following a fixed sequence.

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Conflict Stages

When people enter conflict, their focus includes *themselves*, the *problem*, and *other people*. As conflict progresses to the second stage, a narrower focus includes the self and the problem. In the third stage, the focus is concentrated on self.

Experiences in the early stages of conflict will affect experiences in later stages. Conflicts that are poorly managed in Stage 1 may quickly move into Stage 2 or Stage 3. However, conflicts that are well managed in Stage 1 return people to their MVS and feelings of self-worth. This means that many conflicts never reach Stage 2 or Stage 3.

In each stage of conflict, everyone shares at least one common motivation: to restore feelings of self-worth. Everyone wants to leave their Conflict Sequence and return to their Motivational Value System where they can use their strengths most productively.

STAGE 1: Responding *(Focus is on Self, Problem, and Others)*

Conflict begins with a reaction to something that threatens (or holds the potential to threaten) self-worth. When something that is important to a person is challenged, disregarded, or restricted, they may experience conflict and feel a need to respond.

CONFLICT EXPERIENCE	**Blue:** *Accommodate*	**Red:** *Assert*	**Green:** *Analyze*
Behavior:	Maintaining harmony and keeping the peace	Rising to the challenge and engaging the issue	Gathering the facts and being prudently cautious
Motive:	Wanting to accommodate others	Wanting to assert oneself	Wanting to analyze the situation
			YOUR RESULTS

STAGE 2: Narrowing *(Focus is on Self and Problem)*

If efforts to resolve the conflict fail and the issue is important enough, a person may feel that other people are not cooperating and that their first motive cannot be satisfied. This is followed by a move into their second stage of conflict, which is characterized by a more narrow concern, dropping the other out of focus but carrying the experiences of Stage 1 into a different color in Stage 2.

Behavior:	Restoring harmony or yielding with conditions or limits	Confronting to win or enforce one's rights or ideas	Pulling away to reflect or re-evaluate the situation
Motive:	Wanting to conditionally give in or defer to others	Wanting to prevail against the issue or others	Wanting to disengage from others or clarify the issue
	YOUR RESULTS		

STAGE 3: Defending *(Focus is on Self)*

If efforts to resolve the conflict in the second stage continue to be unsuccessful (or do not, at least, result in a return to Stage 1) and the issue remains important, a person may feel that others are not cooperating and that the problem appears unsolvable or may feel that their motives cannot be satisfied. This is followed by a move into their third stage of conflict, which is a last resort and the last remaining color.

Behavior:	Surrendering the issue or admitting defeat	Arguing forcefully or making a strong, final stand	Withdrawing or detaching from the situation
Motive:	Feeling driven to give up	Feeling driven to fight	Feeling driven to retreat
	YOUR RESULTS		

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SDI RESULTS

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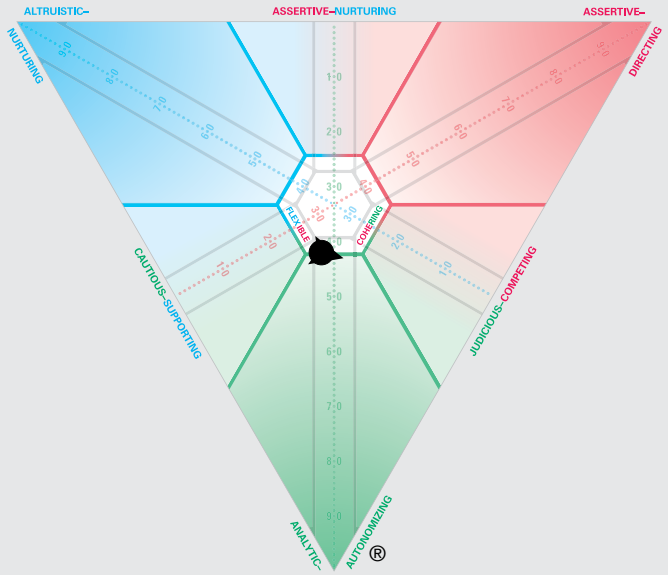

MOTIVATIONAL VALUE SYSTEM		
42	31	27
Green	Blue	Red

My MVS is: ● **HUB**

CONFLICT SEQUENCE		
43	30	27
Green	Red	Blue

My CS is: ➔ **G-[BR]**

CONDITION #1: WHEN THINGS ARE GOING WELL

YOUR MOTIVATIONAL VALUE SYSTEM

*Your Motivational Value System (MVS) dot is in the **HUB** region of the triangle.*

HUB
Flexible-Cohering

You are motivated by flexibility and adapting to others or situations. You have a strong desire to collaborate with others and to remain open to different options and viewpoints.

YOUR MOTIVES AND VALUES

As a person with a Hub (Flexible-Cohering) MVS, you achieve feelings of self-worth by finding and meeting the needs of groups, while staying open to all sides of situations.

You are flexible in your approach and responsive and adaptable in relating to others. You find common ground so you can meet the group's needs. You see all sides of a situation, demonstrating empathy with a variety of different types of people, situations, and challenges. You are tolerant, social, creative, and versatile. You value the power of building consensus.

You read situations and respond to them in situationally appropriate ways. You meet the needs of the moment while maintaining flexibility for the future. You promote cohesiveness by getting others together to share ideas. You want to unite people in a common cause, and you are willing to play whatever role is necessary to do so.

You coordinate your efforts with others in activities that involve closeness, clear lines of authority, and independent efforts. You are friendly, democratic, and playful. You value consensus and consider multiple points of view.

CONDITION #2: WHEN FACED WITH CONFLICT

YOUR CONFLICT SEQUENCE

*Your Conflict Sequence (CS) arrowhead is in the **G-[BR]** region of the triangle.*

G-[BR]
Green-[Blue or Red]

1	G
2	[BR]
3	[BR]

You want to maintain order and principles. If that does not work, you want to make a choice, depending on what's more reasonable in the situation: to give in with conditions or to forcefully engage.

HOW YOU EXPERIENCE CONFLICT

As a person with a G-[BR] Conflict Sequence, you first seek information or rational explanations. You analyze the situation and focus on facts. You are cautious and hesitant to prevent making a mistake. You want to be sure things make sense. You believe that the best way to show you care about the problem is to give it the time and attention it needs so it can be solved correctly.

You want people to remain objective and give you some time to think. You do not want people to be confrontational, overly emotional, or make hasty decisions.

If conflict progresses to your Stage 2 blend of Blue and Red, you may accommodate with conditions or assert your rights. You feel that others are not being reasonable, and you need to decide whether the facts justify yielding or becoming more forceful.

If conflict progresses to your Stage 3 blend of Blue and Red, you feel an urgent need to end it and will either fight or give up.

THE PATH BACK TO YOUR HUB MVS

Your path back to Hub from Stage 1 Green may involve analytically generating options and making decisions that maintain future flexibility.

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Strengths

Strengths are the behaviors we deploy to get the results we want and to affirm the self-worth of people in relationships. Each strength fits best in one of four groups—Blue, Red, Green, or Hub.

This table presents example reasons that clarify the potential motives or intentions for deploying that strength. Each example reason connects one strength to a same-color motive. However, more complex connections are possible, eg. a Blue strength could be used for a Red reason.

For a complete explanation of strengths, their simple and complex connections to motives, and guidance about how to choose and deploy strengths more effectively, consult the *Strengths Portrait*.™

STRENGTHS AND REASONS		
Strength:	**...in Action**	**Example Reason for Deploying it:**
Supportive	Give encouragement and help to others	To reassure others and help build their confidence
Caring	Concern for the well-being of others	So others will feel valued
Devoted	Dedication to some people, activities, or purposes	To further a cause that benefits people
Modest	Playing down one's own capabilities	So others can show what they are capable of
Helpful	Giving assistance to others who are in need	So others will feel better
Loyal	Remaining faithful to the commitments made to others	To build trust in the relationship
Trusting	Placing one's faith in others	To demonstrate belief in others
Strength:	**...in Action**	**Example Reason for Deploying it:**
Risk-Taking	Taking chances on losses in pursuit of high gains	So opportunities are not wasted
Competitive	Striving to win against others	To improve on one's personal best
Quick-to-Act	Getting things started without delay	To finish a task as quickly as possible
Forceful	Acting with conviction, power, and drive	To minimize resistance and get people to follow
Persuasive	Urging, influencing, and convincing others	To direct action toward goals
Ambitious	Determination to succeed and to get ahead	To drive toward greater accomplishments
Self-Confident	Believing in one's own powers and strengths	To be certain about goals and capabilities
Strength:	**...in Action**	**Example Reason for Deploying it:**
Persevering	Maintaining the same course of action despite obstacles	To allow enough time for actions to have an effect
Fair	Acting justly, equitably, and impartially	To maintain objectivity
Principled	Following certain rules of right conduct	To ensure consistency and fairness
Analytical	Dissecting and digesting whatever is going on	To identify and eliminate inefficiencies
Methodical	Orderliness in action, thought, and expression	To give the process a chance to work as intended
Reserved	Practicing self-restraint in expressing thoughts and feelings	To defer a decision until the facts are available
Cautious	Being careful to make sure of what is going on	To make sure that nothing is missed or overlooked
Strength:	**...in Action**	**Example Reason for Deploying it:**
Option-Oriented	Looking for and suggesting different ways of doing things	To find something that is appropriate to the situation
Tolerant	Respecting differences, even during disagreements	To allow new ideas to emerge
Adaptable	Adjusting readily to new or modified conditions	To keep people together
Inclusive	Bringing people together in order to reach consensus	To create a sense of unity and belonging
Sociable	Engaging easily in group conversations and activities	To increase the connections in the network
Open-to-Change	Considering different perspectives, ideas, and opinions	To find something new that everyone can agree on
Flexible	Acting in whatever manner is appropriate at the moment	To fit into the situation

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Overdone Strengths

Overdone Strengths are behaviors intended as strengths, but are perceived negatively. Overdone Strengths decrease the probability of productive relationships and can trigger conflicts that might otherwise be preventable.

People deploy strengths with the intention of their chosen strength being effective. So when a strength is not effective, they often try harder with the same strength.

Strengths may be overdone in terms of **frequency**, **duration**, or **intensity**. They may also be overdone when considered in specific **contexts**. For a complete explanation of Overdone Strengths and advice about how to manage them, consult the *Overdone Strengths Portrait*.™

OVERDONE STRENGTHS		
Strength:	**If Overdone Can Become...**	
Supportive	**Self-Sacrificing**	Overly supportive, to the point of giving up one's own interests and wishes for others
Caring	**Submissive**	Overly caring for others' well-being and giving or doing anything others ask
Devoted	**Subservient**	Too devoted and doing what others want without question or resistance
Modest	**Self-Effacing**	Too modest and not taking credit for one's efforts or promoting one's ability
Helpful	**Smothering**	Overly helpful to others and doing things for them that they do not want or need
Loyal	**Blind**	Too loyal to the point of overlooking or ignoring problems with plans or people
Trusting	**Gullible**	Overly trusting and readily believing in people or things that one should not
Strength:	**If Overdone Can Become...**	
Risk-Taking	**Reckless**	Overly risk-taking to the point of ignoring the potential consequences
Competitive	**Aggressive**	Too competitive and confronting people in a combative or argumentative way
Quick-to-Act	**Rash**	Too quick-to-act and overlooking information that could be useful
Forceful	**Domineering**	Too forceful and asserting one's will over others
Persuasive	**Abrasive**	Overly persuasive and disregarding others' views and disputing their concerns
Ambitious	**Ruthless**	Too ambitious with one's goals and not having compassion for others
Self-Confident	**Arrogant**	Overly self-confident to the point of being convinced one knows best
Strength:	**If Overdone Can Become...**	
Persevering	**Stubborn**	Too persevering and justifying one's course of action despite others' views or preferences
Fair	**Cold**	Overly fair and impartial to the point of not considering the affect on others
Principled	**Unbending**	Too principled and not yielding, even on minor issues
Analytical	**Obsessed**	Overly analytical and getting lost in concepts or details that don't matter
Methodical	**Rigid**	Too methodical to the point of being constrained and not changing one's ways
Reserved	**Distant**	Overly reserved in expressing oneself and not engaging with people or issues
Cautious	**Suspicious**	Too cautious and starting off with doubt, mistrust, and skepticism
Strength:	**If Overdone Can Become...**	
Option-Oriented	**Indecisive**	Too option-oriented and not having a clear aim or direction
Tolerant	**Indifferent**	Overly tolerant and coming across as having no opinion or preference
Adaptable	**Compliant**	Too adaptable and letting the situation dictate what one does
Inclusive	**Indiscriminate**	Overly inclusive and decreasing the value of each person's participation
Sociable	**Intrusive**	Overly sociable and disrupting or distracting others
Open-to-Change	**Inconsistent**	So open-to-change to the point that one's priorities and principles are not clear
Flexible	**Unpredictable**	So flexible that other people cannot be sure about what one will do

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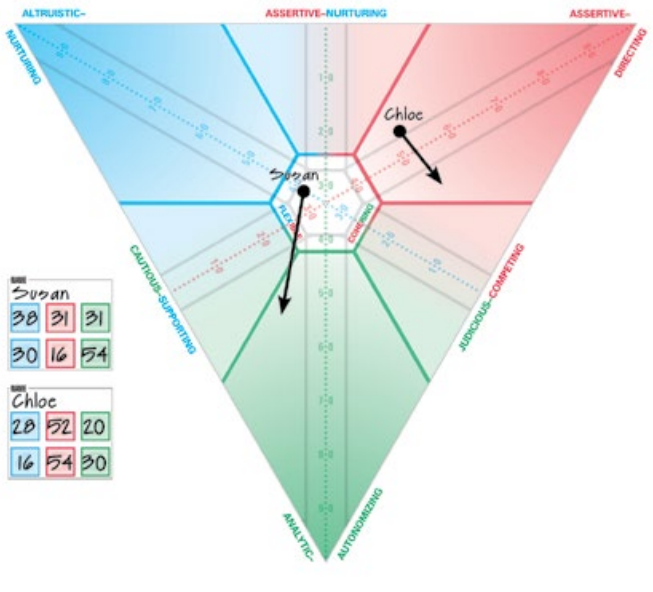
Arrow Dynamics

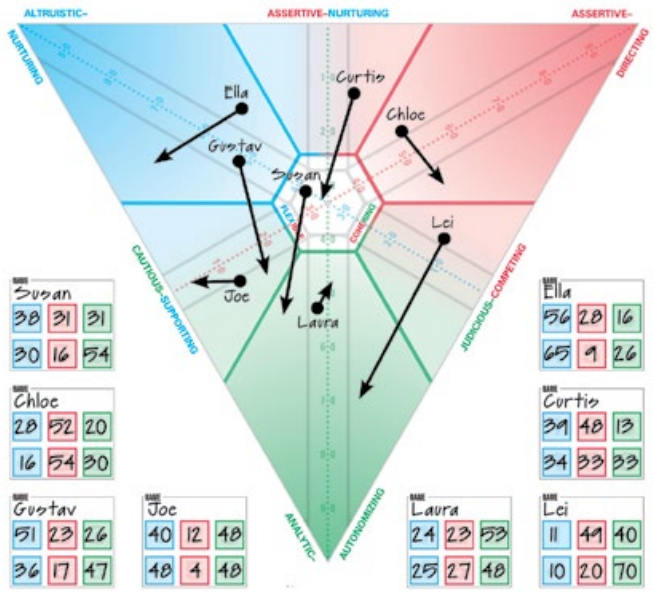
SDI arrows show the Motivational Value Systems and Conflict Sequences of people. A full understanding of the SDI includes the connection between these two points. Given that there are seven Motivational Value Systems and 13 Conflict Sequences, there are 91 combinations of MVS and CS. Therefore, the simple language of the three colors of motives under two conditions enables descriptions of the true complexity of real relationships.

TWO-PERSON RELATIONSHIP EXAMPLE



In this example, Susan and Chloe may work well together, or they may be in conflict, but more likely, there is some of each condition in their relationship. In good times, Susan may appreciate Chloe's desire to get things done and Chloe may appreciate Susan's desire to include people and consider multiple perspectives. When things are not going well, Chloe may perceive Susan's option-seeking as a lack of focus, or even a lack of loyalty. Similarly, Susan may perceive Chloe's competitiveness as fighting, or an unwillingness to consider others' ideas. If these perceptions cause conflict, Susan will likely want to slow things down and analyze the situation, while Chloe will likely want to speed things up and take action quickly. Awareness of each others' motivations when things are going well and during conflict can help Susan and Chloe understand and appreciate each other and become more effective together.

GROUP RELATIONSHIP EXAMPLE



In this example, there are many relationships (including the one between Susan and Chloe as described on the left). Just as with individuals, teams may work well together, or they may be in conflict, but more likely, there is some of each condition in the group. When things are going well, this group has at least one person in each MVS. This does not necessarily mean the group is well-balanced. Their diversity in motivation may be viewed as a source of productivity, but it may also be the basis for conflict. When there is conflict, four of the members (Susan, Gustav, Laura, and Lei) have Stage 1 Green, and there is one member each in Stage 1 Blue, Red, [BG], and [BRG]. Their diverse Conflict Sequences may contribute to making things worse, or the group may discover effective methods of identifying and managing conflict and restoring the self-worth of all the group members.

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Deploying Your Strengths Under Two Conditions

CONDITION #1: When Things Are Going Well (MVS)

Even if you don't know the MVSs of the people you interact with, you can still apply your understanding in all of your relationships.

FOCUS ON MOTIVES

In everyday conversations, ask questions that get people talking about their motives and reasons for doing things. Here are some sample questions:

- What do you want from this interaction or situation?
- What is important to you about this issue, situation, or approach?
- What triggers conflict for you in a situation or relationship?
- What do you intend to accomplish by doing this?

ADJUST YOUR FILTERS

When listening to others, be aware of language that shows their motives – and aware of the way your filter may cause you to see things.

- Listen for values, purposes, and reasons; which MVS type do they sound most like?
- Observe how others approach a new or unexpected situation.
- Observe what causes them concern or discomfort.
- Listen for priorities, intended outcomes, and interests.

DEPLOY YOUR STRENGTHS

Act and communicate in ways that help others know what you are trying to do, and how everyone will benefit.

- State your motivation, purpose, or intent when working with others.
- Choose strengths mindfully, especially when working with people whose MVSs are different from yours.
- Adjust the frequency, duration, or intensity of your strengths in different contexts to prevent them from being seen as overdone.
- Focus on outcomes and how everyone involved may value the outcomes differently.

CONDITION #2: When There is Conflict (CS)

When there is conflict, conversations can get more complicated (especially in Stage 2 or 3). The key to navigating conflict is to use conflict questions.

DISCOVER VALUES (focus on self)

These sample questions help you focus on what matters most to the person who is in conflict (and potentially move from Stage 3 to Stage 2).

- ➤ What's really important to you?
- ➤ How are you feeling now?
- ➤ What are your priorities?
- ➤ What do you think is wrong here?

DEFINE THE PROBLEM (focus on self and problem)

These sample questions help you learn how the person who is in conflict sees the situation (and potentially move from Stage 2 to Stage 1).

- ➤ What do you need to get this problem solved for you?
- ➤ What are some ways this could be resolved?
- ➤ Ideally, what would be the outcome of this?
- ➤ What would a minimally acceptable solution look like?

EXPAND THE FOCUS (focus on self, problem, and others)

These sample questions help you to include your needs and views in the conflict conversation (and potentially help others see the path back from Stage 1 to their MVS).

- ➤ May I share how I feel about this?
- ➤ May I express my priorities?
- ➤ Would you like to hear my ideal outcome?
- ➤ What would you like to know from my perspective?

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Relationship Awareness Theory

Relationship Awareness Theory provides a simple, common language for people to understand the motives behind behavior, prevent and manage conflict effectively, and to engage in meaningful dialogue. When applied within teams and organizations, this language dramatically improves the quality of working relationships and workplace performance.

The SDI is based on a strong, valid theory of human motivation originally developed by psychologist and educator Dr. Elias Porter. The theory has four key concepts:

- Behavior is driven by motivation to achieve self-worth.
- Motivation changes in conflict.
- Strengths, when overdone or misapplied, can be perceived as weaknesses.
- Personal filters influence perceptions of self and others.

These foundational insights, when combined with individual and team SDI assessment results, power individual and organizational learning.

SDI Language

MOTIVE

A purpose, drive, or reason why something is done.

MOTIVATIONAL VALUE SYSTEM

A system of motives that serves as a basis for choosing strengths, filtering information, and judging yourself and others. Every MVS is a blend of three primary motives: Blue (people), Red (performance), and Green (process).

FILTER

A method of selective perception and evaluation of a situation.

VALUED RELATING STYLE

A style of relating in which a person feels free to use strengths that affirm self-worth and the intended results affirm self-worth. A Valued Relating Style is a mix of values and personal strengths that have consistent connections with the Motivational Value System.

BORROWED RELATING STYLE

A style of relating in which a person feels free to choose strengths that do not affirm self-worth, but the intended results do. A Borrowed Relating Style is the result of a choice to temporarily set aside preferred behaviors in exchange for desirable outcomes that are expected to result from the use of non-preferred behaviors. In many cases, borrowed strengths are a different "color" than the preferred strengths.

MASK RELATING STYLE

A style of relating in which a person does not feel free to choose behavior, but feels forced to behave in a certain way. The lack of choice may be experienced because the mask behaviors help to avoid negative outcomes, or the consequences of using preferred behaviors may be unacceptable. In many cases, mask behaviors are a different "color" than the preferred behaviors. Masks may be short-term or long-term; they may be conscious or unconscious.

CONFLICT SEQUENCE

A series of changes in motivation during conflict that typically results in a related series of changes in behavior. There are three stages in a Conflict Sequence. These stages are characterized by a concentration of energy and a diminishing focus as follows:

Stage 1: *focus on self, problem, and others*

Stage 2: *focus on self and problem*

Stage 3: *focus on self*

Conflict can be resolved or left unresolved in any stage.

OPPOSITION

Disagreement, contrast, difference, resistance, or dissent. Opposition is not necessarily conflict, but it can grow into conflict when it gets personalized. Most conflicts have elements of opposition in them. Opposition can be productively engaged when things are going well.

CONFLICT

A personal and emotional experience caused by a real or perceived threat to self-worth. The word conflict can also be used in everyday language to describe opposition; however, the SDI separates the two ideas and uses the terms as defined here.

CONFLICT TRIGGER

An event, behavior, situation, or perception that threatens, or has the potential to threaten, a person's self-worth. People only experience conflict about things that are important to them; therefore, conflict triggers include the opportunity to learn about what matters to people. Conflict triggers also present an implied choice:

- to enter conflict based on the perceived triggers, or
- to reframe the situation so that threats are no longer perceived.

STRENGTH

A freely chosen behavior that is intended to produce results. Strengths affirm the self-worth of people in relationships. A strength does not affirm one person's self-worth at the expense of another. That is classified as an Overdone Strength. Strengths are productively motivated and effective.

OVERDONE STRENGTH

A behavior or trait that may be intended as a strength, but is perceived negatively by one or more persons. Strengths may be overdone (or perceived as overdone) in frequency, duration, or intensity. They may also be misapplied, or perceived as misapplied, depending on the context.

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